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Selection of Processes to be Re-engineered: Municipality of Greater Madaba

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Selection of Processes to be Reengineered: Municipality of Greater Madaba

Revised Final Report

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Abstract

This report describes steps undertaken for the selection of the business processes to be reengineered at the Municipality of Greater Madaba.

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Executive Summary

This report describes the steps undertaken for the selection of the business processes to be reengineered at the Municipality of Greater Madaba. In a previous report Al Jidara reported on the high-level “As Is” mapping of processes related to professional license issuance and renewal, as well as health certificates.¹ The current report describes the findings of two further steps conducted by the Al Jidara team. Step one analyzed in detail the documented processes identifying possible areas of improvement. This effort took into consideration the work produced by IBLAW consultants analyzing the laws and regulations governing the municipalities’ work.

Step two focused on selecting the pilot processes to be mapped out in more detail and eventually reengineered. Selection criteria included: impact, visibility, readiness, complexity, room for improvement, and sector significance. The AMIR multi-initiative business process engineering (BPR) taskforce as well as by the Municipality of Greater Madaba and the Ministry of Municipal Affairs discussed and approved the criteria and subsequently selected processes and involved entities.

The selection criteria were applied and resulted in the selection of five government and non-government (external) entities that provide their pre-approval for issuing and renewing a professional license. Additionally the process of renewing the health certificate was selected to be reengineered, as it is required by all professions at the Municipality of Greater Madaba. The selected processes are as follows:

- Issuing professional licenses for women’s hair dressing salons
- Issuing professional licenses for restaurants
- Issuing professional licenses for tourist hotels and restaurants
- Issuing health certificates
- Renewing professional licenses

It is anticipated that the streamlined processes will serve as a pilot to be replicated in a number of other Municipalities outside Amman in the future.

¹ ‘BPR Municipality Pilot Project-Madaba High Level AS IS Report,’ prepared by Al Jidara for the AMIR Program, July 2004.

1. Background

As per the AMIR municipal licensing concept paper and Al Jidara's scope of work, a high-level "As Is" mapping of municipal processes related to the issuance and renewal of professional licenses and health certificates was undertaken at the Municipality of Greater Madaba. The objective of this effort was to document processes in sufficient detail to identify the pilot processes to be reengineered at the municipal level. The current pilot project aims to create a success story in developing a streamlined process model for issuing and renewing professional licenses to be replicated in municipalities across Jordan.

The documented processes and the legal framework (laws and regulations governing municipalities in Jordan) were analyzed to identify inefficiencies and potential areas of improvement with the objective of better understanding the "As Is" situation. The following describes in brief the professional licenses and health certificate issuance and renewal processes:

- ***Issuance of Professional Licenses***

The process of obtaining professional licenses (for all professions) requires obtaining clearances from internal departments at the Municipality of Greater Madaba as well as pre-approvals from at least one of 14 external government and non-government entities depending on the type of the profession and associated pre-approval.

- ***Renewal of Professional Licenses:***

The renewal process for most of the professions at the Municipality of Greater Madaba is a very similar process to that of obtaining a professional license for the first time, including obtaining pre-approvals from a number of external government and non-government entities. This process again depends on the type of the profession and associated pre-approval requirements. However, a few of the pre-approvals are one-time approvals and do not need to be obtained again upon renewal.

- ***Issuance of Health Certificates:***

This is a single process that includes certifying the premises, if necessary, and staffing factors. The process can be viewed as a sub-process for issuing and renewing a professional license.

The pilot project for reengineering professional licensing conducted at Wadi Seer Municipality and the Municipality of Greater Amman involved considerable reorganization of internal processes. In comparison, examination of the processes at the Greater Madaba Municipality showed inefficiency in obtaining approvals from external government and non-government entities.

Analysis was based on developing selection criteria for evaluating entities that require pre-approvals to complete the issuance and renewal processes along side the issuance of the health certificate. In addition the analysis was based on evaluating professions affected by these external entities.

2. Selection Criteria

The complexity and the variety of pre-approvals from different external government and/or non-government entities resulted in having a large number of processes to be analyzed. This required reengineering processes based on selecting a subset of external entities and professional licenses.

The selection criteria deal with the following potential areas for improvement and maximizing expected benefit:

- **Impact:** Number of professions and transactions, and the variety of businesses affected by the selected entity requiring pre-approvals to complete the issuance and renewal processes.
- **Visibility:** Both the municipality and businesses ought to feel and benefit from the improvements.
- **Readiness:** Anticipated willingness of involved parties and external entities to cooperate and participate in implementing the “To Be” solution.
- **Complexity:** Acceptable number of involved parties so as not to entail large risks in agreeing to or implementing the reengineered processes.
- **Room for improvement:** Opportunity for substantial change, assessed by analyzing the strengths and weaknesses of the processes requiring pre-approval from external entities, in addition to their legal constraints. The ability to reengineer highly regulated processes is limited without legislation change.
- **Sector Significance:** Sector importance to the region’s livelihood and the anticipated growth in this specific sector within a geographic area.

3. Assessment of Entities and Professions

3.1 Introduction

The process of selecting the entities and professions/processes to be streamlined was conducted in two phases. Phase one involved the selection of external entities with which the municipality works to obtain pre-approvals. Phase two dealt with the selection of professions/processes that maximize the impact of streamlining upon roll-out.

The first phase evaluated external entities based on the criteria identified in the previous section, namely: ***impact, visibility, complexity, readiness, room for improvement, and sector significance***. The evaluation process took into consideration that this pilot project will not only be applied to the Municipality of Greater Madaba, but will be replicated in other municipalities across Jordan – excluding municipalities in the Greater Amman area.

3.2 Entities Evaluation

3.2.1 Methodology

A matrix was designed to evaluate entities engaged in issuing licenses in Madaba (see Annex I). These entities were evaluated against criteria to assess their suitability as counterparts in process streamlining.

Each criterion was assigned a weight depending on its significance for the evaluation. The list below describes the criteria along with their associated weights, which were based on the consultants' judgment from insight gained in working with officials in Greater Madaba as well as with Greater Amman Municipality.

Impact = 30 → (High =30, Medium =20, Low =10)

Visibility = 10 → (High =10, Medium =7.5, Low =5)

Complexity = 20 → (High =10, Medium =15, Low =20)²

Readiness = 10 → (High =10, Medium =7.5, Low =5)

Room for Improvement = 20 → (High =20, Medium =15, Low =10)

Sector Significance = 10 → (High =10, Medium =7.5, Low =5)

² Note: High complexity warrants a low score (i.e., 10/20). Unlike the other criteria, high impact is given a high score (i.e., 30/30).

3.2.2 Scoring Results

According to the selected scoring criteria, a high score for an entity is an indicator that this entity highly affects the professional license issuance and renewal processes and therefore should be highly considered when attempting to streamline. Table 3.1 summarizes the results.

Table 3.1 Evaluation of Entities to be Considered in Streamlining

Entity	Impact	Visibility	Complexity	Readiness	Room for Improvement	Sector Significance	TOTAL SCORE
Chamber of Commerce	30	10	20	10	20	10	100
Vocational Training Center	30	10	20	7.5	20	10	97.5
Madaba Governorate	30	10	10	7.5	20	10	87.5
Ministry of Tourism & Antiquities	20	7.5	20	7.5	20	10	85
Civil Defense	20	5	10	10	20	10	75
Ministry of Health	10	5	15	10	15	5	60
Press & Publications Department	10	7.5	20	7.5	10	5	60
Bakeries Committee	10	7.5	20	7.5	10	5	57.5
Ministry of Awqaf	10	5	15	7.5	15	5	57.5
Ministry of Education	10	5	15	7.5	15	5	57.5
Oriental Crafts Society	10	5	10	7.5	15	10	57.5
Central Bank of Jordan	10	7.5	15	7.5	10	5	55
Jordan Oil Refinery Co.	10	7.5	10	7.5	15	5	55
Public Transport regularity Commission	10	5	15	7.5	10	5	52.5

Note: For details, see Annex I

The entity that scored highest was the **Chamber of Commerce** with a total of 100 out of 100 due to the fact that it affects the issuance and renewal of every professional license regardless of the profession.

The second highest entity was the **Vocational Training Corporation** with a total score 97.5 out of 100 due to the large number of professions that require obtaining a vocational training certificate prior to business operation.

The third highest scoring entity was **Madaba Governorate** with a total score of 87.5 out of 100. Many of the professions entail certain security measures and therefore require approval from Madaba Governorate. Due to the type of this entity and the level of confidentiality it possesses, it might be difficult to try to streamline processes to facilitate the issuance or renewal of professional licenses requiring pre-approvals from the Madaba Governorate. However, there are many professions that require obtaining the pre approval from the Madaba Governorate and thus worth looking into.

The fourth highest scoring entity was the **Ministry of Tourism and Antiquities** with 85 out of 100 score. Madaba has been identified with high potential for growth in the tourism sector and many of the professions require pre-approvals from the Ministry of Tourism and Antiquities.

The fifth highest scoring entity was identified as the **Civil Defense** with a total of 75 out of 100. A good number of professions across the kingdom require pre-approvals from the Civil

Defense Department, and the fact that this project will be replicated in other municipalities it was considered a vital entity to work with. The aim is to provide guidelines to improve communication channels between Civil Defense and any municipality.

All remaining entities scored far below 75 and therefore were excluded from consideration for professional license streamlining.

3.3 Professions Evaluation

3.3.1 Methodology

The top 34 professions at Madaba (constituting 77.2% of licenses) were mapped against the top five external entities selected from Phase 1 evaluation (see Annex II). This exercise aimed to identify and select the professions with highest impact in terms of the number of active licenses.

As can be seen from Annex II, all professions must obtain membership from Madaba Chamber of Commerce. Effectively any profession chosen to be streamlined has to deal with the Madaba Chamber of Commerce.

3.3.2 Scoring Results

The following table summarizes the selected professions and the entities that are engaged in pre-approvals for their licenses.

Table 3.2 Summary of Selected Professions, by Entity

Selected professions	Greater Madaba Chamber of Commerce	Madaba Governorate	Vocational Training Corporation	Civil Defense	Ministry of Tourism and Antiquities
Women's Hair Dressers	√	√	√		
Restaurants	√			√	
Tourist Hotels and Restaurants	√				√

Note: For details, see Annex II

The category of “**Women’s Hair Dressing Salons**” is representative of the highest number (60) of licensed professions that require approval from three entities (Chamber of Commerce, Madaba Governorate and the Vocational Training Corporation), and therefore was chosen to represent the above three entities when streamlining professional Licenses issuance and renewal processes.

Approvals from the Ministry of Tourism and Antiquities are required by three of the top 34 professions. The best representing profession that holds the highest number of professional licenses was “**Tourists Hotels and Restaurants**” with a total of 11 licenses.

From the professions that require pre-approvals from the Civil Defense Department, the highest in terms of professional licenses is “**Restaurants**” with a total of 100 restaurants that are licensed in Greater Madaba, thus licensing restaurants was chosen for streamlining.

In addition to the above, obtaining and renewing a “*Health Certificate*” is an **internal process** required by all professions. It will therefore be tackled as a separate process for streamlining within this streamlining exercise. Moreover, all professional licenses require annual “*Renewal*”; hence the renewal process was also selected as another process to be streamlined.

3.4 Impact of Streamlining

According to Annex II discussed earlier, the total number of active licenses that require pre-approvals from the five selected entities is 1,595 out of the total 1,738 licenses for the 34 professions. Thus successful streamlining of pre-approval processes required from these five entities would have a 92 percent effect on active licenses within top professions.

Madaba Governorate is involved in pre-approvals for 216 active licenses - of the top 34 professions. And since this entity poses a special risk of potential failure in streamlining procedures (due to its concern with security issues), the overall impact of streamlining pre-approval processes from the other four entities, i.e., excluding Madaba Governorate, would be approximately 80 percent. The following table shows that the impact in case streamlining was not possible for pre-approvals required from any of the five selected entities.

Table 3.3 Impacts of Streamlining Combinations

External Entities / Options*	Full Option	Option 1	Option 2	Option 3	Option 4
Chamber of Commerce	√	√	√	√	√
Madaba Governorate	√	√	√		√
Ministry of Tourism and Antiquities (MoTA)	√		√	√	√
Vocational Training Corporation (VTC)	√	√	√	√	
Civil Defense	√	√		√	√
Percentage of coverage for professions	91.8%	91.1%	86.0%	80.8%	69.0%

*Full Option is the impact upon successful streamlining of procedures relevant to all external entities listed in the above table.

Option 1 excludes MoTA.

Option 2 excludes Civil Defense.

Option 3 excludes Madaba Governorate.

Option 4 excludes VTC.

4. Recommended Processes for Streamlining

Based on the assessment of external entities engaged in pre-approvals, in addition to the findings pertinent to the professions most affected by the mentioned entities and the potential impact on active licenses through streamlining selected processes, the following processes were selected as pilot processes to be mapped out in more detail and ultimately to be manually re-engineered:

- Issuance of professional licenses for women's hair dressers. The selection will address the complexity of this profession having to obtain pre-approvals from the Greater Madaba Chamber of Commerce, the Madaba Governorate, and the Vocational Training Corporation (for details, see Table 4.1 below).
- Issuance of professional licenses for restaurants, which will cover the Greater Madaba Chamber of Commerce and the Civil Defense.
- Issuance of professional licenses in commercial zones for tourist hotels and restaurants covering the Chamber of Commerce and the Ministry of Tourism and Antiquities.
- Issuance of health certificates that is required for all projects. This is an internal process of the Municipality of Greater Madaba.
- Renewal of professional licenses, which is required for all professions. This is also an internal process of the Municipality of Greater Madaba.

Table 4.1. Summary of External Entities Engaged in Pre-Approvals for Selected Professions

Selected professions	Greater Madaba Chamber of Commerce	Madaba Governorate	Vocational Training Corporation	Civil Defense	Ministry of Tourism and Antiquities
Women's Hair Dressers	√	√	√		
Restaurants	√			√	
Tourist Hotels and Restaurants	√				√

Annex I. Entities Requiring Pre-approvals, by Weighted Evaluation Criteria							
Issuance/ renewal of a professional license and involved entity	Impact	Visibility	Complexity	Readiness	Room for Improvement	Sector Significance	Total Score
Chamber of Commerce	Required by all professions when issuing a Professional License. High impact.	All businesses (small, medium and large) and the Municipality of Greater Madaba. High visibility.	Registration is required with the Ministry of Industry and Trade. Low complexity.	It is expected that the Chamber of Commerce will be cooperative, especially since all businesses require Chamber of Commerce membership as a prerequisite for obtaining a professional license. High readiness.	Law does not govern this process. High room for improvement.	Affects all sectors. High	
Score	30	10	20	10	20	10	100
Vocational Training Corporation	Craftsmen and Sewing workshops professional licenses totaling 270 in Greater Madaba. High impact.	All businesses that require vocational training (craftsmen and sewing workshops) and the Greater Madaba Municipality. High visibility.	No pre-approvals are required. Low complexity.	Unclear if they are willing to cooperate (no prior experience) Medium readiness.	Governed by a circular note that has been activated in 2004 in accordance to the "Occupational Work and Organizational Law – No 27 of 1999" and will be enforced upon renewal. High room for improvement.	High light industry and tourism sector significance.	
Score	30	10	20	7.5	20	10	97.5

Annex I. Entities Requiring Pre-approvals, by Weighted Evaluation Criteria							
Issuance/ renewal of a professional license and involved entity	Impact	Visibility	Complexity	Readiness	Room for Improvement	Sector Significance	Total Score
Greater Madaba Governorate	Required by 10 out of the top 34 professions upon issuance for businesses requiring some sort of a security measure (a total of 216 issued professional licenses). Most delays are a result of security checks. High impact.	High visibility for both businesses and Municipality of Greater Madaba. 12.4% of the top 34 listed professions require Madaba Governorate pre-approvals.	Expected high complexity due to the type of pre-approval from the Madaba Governorate that has to deal with confidential security measures. This entails obtaining approvals from other security-related entities.	Involved parties could vary depending on the type of profession and the required level of security, rendering the readiness medium.	Law does not govern this process. High room for improvement should they be cooperative.	Various sectors depending on profession. High	
Score	30	10	10	7.5	20	10	87.5
Ministry of Tourism and Antiquities	Required for 3 main professions: oriental craft shops, tourist restaurants, and religious pilgrimages travel agencies. 24 of the total issued professional licenses require approval of the MOTA. Medium impact.	Businesses along with the Municipality of Greater Madaba. Medium visibility.	No pre approvals are required. Low complexity.	Unclear if they are willing to cooperate. (no prior experience). Medium readiness.	Law does not govern this process. High room for improvement.	High tourism sector significance.	
Score	20	7.5	20	7.5	20	10	85
Civil Defense	Required by small number of professions. Mainly gas stations and restaurants (a total of 125 issued professional licenses). There are no identified procedures for this process. Medium impact.	Businesses (medium and large) and Municipality of Greater Madaba. Low visibility as only few professions request Civil Defense pre - approvals.	Approvals are required from the Madaba Governorate, the Civil Defense in Amman and other external entities depending on type of profession. High complexity.	Visit revealed that they are willing to cooperate. Currently most communication channels are limited to the Madaba Governorate. High readiness.	Law does not govern this process. High room for improvement should there be criteria and clear channel of communication.	High services sector significance.	
Score	20	5	10	10	20	10	75

Annex I. Entities Requiring Pre-approvals, by Weighted Evaluation Criteria							
Issuance/ renewal of a professional license and involved entity	Impact	Visibility	Complexity	Readiness	Room for Improvement	Sector Significance	Total Score
Ministry of Health	Required mainly for factories that deal with food (currently only 3 food factories). Low impact.	Food factories and Municipality of Greater Madaba. Low visibility.	No pre-approvals are required. Medium complexity.	Previous experience in the Wadi Seer revealed that they were cooperative. High readiness.	Law does not govern this process. Medium room for improvement.	Low health sector significance.	
Score	10	5	15	10	15	5	60
Press and Publication Department	All print shops and bookshops a total of 18 licensed professions. Low impact.	Press and print related-business and the Greater Madaba Municipality. Medium visibility.	No pre-approvals are required. Low complexity.	Unclear if they are willing to cooperate. (no prior experience) Medium readiness.	Law requests pre approvals. Low room for improvement.	Non-sector specific. Low sector significance.	
Score	10	7.5	20	7.5	10	5	60
Bakeries Committee	Required by all bakeries accounting for 38 of the existing licensed bakeries in Greater Madaba. Low impact.	Bakeries and the Greater Madaba Municipality. Medium visibility.	No pre-approvals are required. Low complexity.	Previous experience showed they are not willing to cooperate. Low readiness. ³	Governed by regulation and controlled by the Ministry of Industry and Trade. Low room for improvement.	Low food sector significance.	
Score	10	7.5	20	7.5	10	5	57.5
Ministry of Awqaf and Islamic Affairs	Only those professions that deal with pilgrimages (travel agencies) require approval from the Ministry of Awqaf and Islamic Affairs. Only 3 businesses are registered in the top 34 professions in the Municipality of	Religious pilgrimages and Umrah Travel Agencies and the Municipality of Greater Madaba. Low visibility.	No pre-approvals are required. Medium complexity.	Unclear if they are willing to cooperate. (no prior experience) Medium readiness.	Law does not govern this process. Medium room for improvement.	Low tourism sector significance.	

³Municipal BPR - Wadiseer Municipality/Municipality of Greater Amman.

Annex I. Entities Requiring Pre-approvals, by Weighted Evaluation Criteria							
Issuance/ renewal of a professional license and involved entity	Impact	Visibility	Complexity	Readiness	Room for Improvement	Sector Significance	Total Score
	Greater Madaba. Low impact.						
Score	10	5	15	7.5	15	5	57.5
Ministry of Education	Required only for entities that deal with education matters (a total of 17 issued licenses). Low impact.	Schools / education centers (including kindergardens) and the Municipality of Greater Madaba. Low visibility.	Approvals are required from the Municipality of Greater Madaba. Medium complexity.	Unclear if they are willing to cooperate. (no prior experience). Medium readiness. ⁴	Education-related laws and regulations do not govern this process but involve complex requirements. Medium room for improvement.	Low education sector significance.	
Score	10	5	15	7.5	15	5	57.5
Oriental Crafts Society	Only those professions that deal with oriental crafts' professions in Madaba require the approval of Oriental Crafts Society. Low impact.	Only one business type (oriental crafts retail shops) and the Greater Madaba Municipality. Low visibility.	Ministry of Tourism and Antiquities approval is required. High complexity.	Unclear if they are willing to cooperate. (no prior experience) Medium readiness.	Pre approvals are not required by Law. Medium room for improvement.	High tourism sector significance.	
Score	10	5	10	7.5	15	10	57.5
Central Bank of Jordan	Required by all banks. A total of 10 banks that are licensed in Greater Madaba. Low impact.	Banks and the Greater Madaba Municipality. Medium visibility.	No pre approvals are required. Medium complexity.	Unclear if they are willing to cooperate. (no prior experience) Medium readiness.	Law requests pre approvals. Low room for improvement.	Low financial sector significance.	
Score	10	7.5	15	7.5	10	5	55

⁴All external entities that were labeled “unclear if they are willing to cooperate (no prior experience)” in the readiness column will be given a default weight of medium.

Annex I. Entities Requiring Pre-approvals, by Weighted Evaluation Criteria							
Issuance/ renewal of a professional license and involved entity	Impact	Visibility	Complexity	Readiness	Room for Improvement	Sector Significance	Total Score
Jordan Oil Refinery Co.	All gas stations and distributors, which account for 25 of the licensed businesses. Low impact.	Gas stations and distributors and the Greater Madaba Municipality. Medium visibility.	Pre-approvals are required from the Public Civil defense Department, Civil defense in Amman and from Madaba Governorate. High complexity.	Unclear if they are willing to cooperate. (no prior experience) Medium readiness.	Law does not govern this process. Medium room for improvement.	Non-sector specific. Low sector significance.	
Score	10	7.5	10	7.5	15	5	55
Public Transport Regularity Commission	Taxi and driving training centers account for 18 existing professional licenses. Low impact.	Taxi and driving training centers along side the Greater Madaba Municipality. Low visibility.	No pre-approvals are required. Medium complexity.	Unclear if they are willing to cooperate. (no prior experience) Medium readiness.	Law does not govern this process. Low room for improvement.	Low transportation sector significance.	
Score	10	5	15	7.5	10	5	52.5

Annex II - Top 34 Professions in Greater Madaba, by External Entity							
Professions/ Pre-Approvals	Number of Professional Licenses	Percentage of number licensed professions	Greater Madaba Chamber of Commerce	Madaba Governorate	Ministry of Tourism and Antiquities	Civil Defense	Vocational Training Corporation
Grocery shops / Super Markets	500	28.77%	√				
Boutiques	300	17.26%	√				
Craftsmen	250	14.38%	√				√
Restaurants	100	5.75%	√			√	
Women's Hair Dressers	60	3.45%	√	√			√
Men's Barbershops	60	3.45%	√				√
Construction shops	50	2.88%	√				
Accessories and Perfumery's shops	50	2.88%	√				
Bakeries	38	2.19%	√				
Cell Phone Shops	30	1.73%	√				
Jewelers	27	1.55%	√	√			
Gas Stations and Distributors	25	1.44%	√	√		√	
Liquor Stores	23	1.32%	√	√			
Video Shops	22	1.27%	√	√			
Photo Studios	22	1.27%	√	√			
Cultural Centers and Internet Shops	20	1.15%	√	√			
Sewing Workshops	20	1.15%	√				√
Taxies and Driving training Centers	18	1.04%	√				
Kinder Gardens and Schools	17	0.98%	√				
Factories	11	0.63%	√				
Tourist Hotels and Restaurants	11	0.63%	√		√		

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Annex II - Top 34 Professions in Greater Madaba, by External Entity							
Professions/ Pre-Approvals	Number of Professional Licenses	Percentage of number licensed professions	Greater Madaba Chamber of Commerce	Madaba Governorate	Ministry of Tourism and Antiquities	Civil Defense	Vocational Training Corporation
Kiosks	11	0.63%	√				
Oriental Crafts	10	0.58%	√		√		
Banks	10	0.58%	√				
Pastries	10	0.58%	√				
Bookshops	8	0.46%	√				
Billiards and Snooker Entertainment Centers	8	0.46%	√	√			
Coffee Shops	6	0.35%	√	√			
Glass Fitters	6	0.35%	√				√
Religious Pilgrimage Travel Agency	3	0.17%	√		√		
Print Shops	3	0.17%	√				
Wedding Halls	3	0.17%	√	√			
Calligraphies	3	0.17%	√				
Medical Labs	3	0.17%	√				
Total Number of Professions required pre-approvals / entity	1738	100%	34	10	3	2	5

Note: For matrix covering all external entities, please see Annex III.

Annex III . Top 34 Professions in Greater Madaba, by External Entities																	
Professions/ Pre-Approvals	Greater Madaba Chamber of Commerce	Madaba Governorate	Ministry of Tourism and Antiquities	Civil Defense	Vocational Training	Press and Publication	Ministry of Health	Ministry of Education	Oriental Crafts Society	Ministry of Awqaf, Islamic Affairs and Holy places	Public Transport Regularity Commission	Central Bank of Jordan	Bakeries Committee	Jordan Oil Refinery Co.	Number of pre-approvals	Number of Licensed Professions	Percentage
Grocery shops / Supermarkets	√														1	500	28.77%
Boutiques	√														1	300	17.26%
Craftsmen	√				√										2	250	14.38%
Restaurants	√			√											2	100	5.75%
Women's Hair Dressers	√	√			√										3	60	3.45%
Men's Barbershops	√				√										2	60	3.45%
Construction shops	√														1	50	2.88%
Accessories and Perfumery's shops	√														1	50	2.88%
Bakeries	√												√		2	38	2.19%
Cell Phone Shops	√														1	30	1.73%
Jewelers	√	√													2	27	1.55%
Gas Stations and Distributors	√	√		√										√	4	25	1.44%
Liquor Stores	√	√													2	23	1.32%
Video Shops	√	√													2	22	1.27%
Photo Studios	√	√													2	22	1.27%
Cultural Centers and Internet Shops	√	√													2	20	1.15%
Sewing Workshops	√				√										2	20	1.15%
Taxis and Driving training Centers	√										√				2	18	1.04%

Selection of Processes to be Reengineered - Madaba

Annex III . Top 34 Professions in Greater Madaba, by External Entities																	
Professions/ Pre-Approvals	Greater Madaba Chamber of Commerce	Madaba Governorate	Ministry of Tourism and Antiquities	Civil Defense	Vocational Training	Press and Publication	Ministry of Health	Ministry of Education	Oriental Crafts Society	Ministry of Awqaf, Islamic Affairs and Holy places	Public Transport Regularity Commission	Central Bank of Jordan	Bakeries Committee	Jordan Oil Refinery Co.	Number of pre-approvals	Number of Licensed Professions	Percentage
Kinder Gardens and Schools	√							√							2	17	0.98%
Factories	√						√								2	11	0.63%
Tourist Hotels and Restaurants	√		√												2	11	0.63%
Kiosks	√														1	11	0.63%
Oriental Crafts	√		√						√						3	10	0.58%
Banks	√											√			2	10	0.58%
Pastries	√														1	10	0.58%
Bookshops	√					√									2	8	0.46%
Billiards and Snooker Entertainment Centers	√	√													2	8	0.46%
Coffee Shops	√	√													2	6	0.35%
Glass Fitters	√				√										2	6	0.35%
Religious Pilgrimage Travel Agency	√		√							√					3	3	0.17%
Print Shops	√					√									2	3	0.17%
Wedding Halls	√	√													2	3	0.17%
Calligraphies	√														1	3	0.17%
Medical Labs	√														1	3	0.17%
Total Number of Professions Needing Approval	34	10	3	2	5	2	1	1	1	1	1	1	1	1		1738	
Percent (%)	100.0	29.4	8.8	5.9	14.7	5.9	2.9	2.9	2.9	2.9	2.9	2.94	2.94	2.94			